



28–29 November 2018 · Vienna, Austria

## STAREP AACOP and EU-REPARIS FRCOP

Organized by the World Bank's Centre for Financial Reporting Reform



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# FINANCIAL INFORMATION: CATALYST FOR ECONOMIC INTEGRATION

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## JOINT PULSAR, STAREP AND EU-REPARIS COMMUNITIES OF PRACTICE WORKSHOP

### FINANCIAL REPORTING IN PRIVATE AND PUBLIC SECTORS – COMMON ISSUES, CHALLENGES AND RECENT DEVELOPMENTS

This workshop will convene participants from three regional programs, covering 13 countries, that is **STAREP** (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine), **EU-REPARIS** (Albania, Bosnia & Herzegovina, Kosovo, FYR Macedonia, Montenegro and Serbia) and **PULSAR** (Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Croatia, Georgia, Kosovo, FYR Macedonia, Moldova, Montenegro, Serbia and Ukraine). In addition, participants from the Kyrgyz Republic will participate as guests at the event.

The main objective of the workshop is to discuss current opportunities and challenges brought by technology to doing and reporting on business, and how they impact legal frameworks and professionals relating to governance and accounting.

The objectives of the workshop are to:

- Better understand how technology is changing how businesses are run and reported on, and the consequent effects on the interactions between stakeholders;
- Analyze how changes in technology affect the role of the accounting profession in the public and private sectors;
- Review the impact of recent corporate failures and public debt crises including, implications for the accounting profession in the public and private sectors;
- Discuss matters related to enhancing transparency, mitigating fiscal risk, and improving accountability mechanisms of state-owned enterprises (SOEs).

In addition, during the second day of the workshop participants from STAREP and EU-REPARIS regional programs will learn about: (i) the experience related to the delegation of certain functions and responsibilities by public oversight bodies to professional accountancy organizations (PAOs), and (ii) the UK Financial Reporting Council's experience on how to develop a quality assurance system.

Finally, the workshop will present a new accounting and auditing reform results framework measuring progress made in countries participating in the STAREP program, and offer an opportunity for participants of both STAREP and EU-REPARIS program to review the benefits of having a results framework, highlighting key outcomes achieved with support of the World Bank's CFRR between 2013 and 2018.

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**08:00 Registration and Welcome Coffee**

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**08:40 Welcoming Remarks**

**Mr. Dan Boyce** · *Practice Manager, Governance Global Practice, The World Bank*

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**09:00 The Objectives and Purpose of the Joint PULSAR, STAREP and EU-REPARIS Sessions**

**Mr. Arman Vatyan** · *Lead Governance Specialist, Governance Global Practice, The World Bank*

**Mr. Andrei Busuioc** · *Senior Financial Management Specialist, CFRR, The World Bank*

**Mr. Pascal Frerejacque** · *Senior Operations Officer, CFRR, The World Bank*

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**09:10 How Technology is Impacting Business, Public and Corporate Financial Reporting, and Stakeholders Relationships**

**Mr. Erik P.M. Vermeulen** · *Professor of Business and Financial Law, Tilburg University and Tilburg Law and Economic Center*

**Mr. Matthias Lichtenthaler** · *Head of Digital Transformation, BRZ*

**Mr. Scott Layton** · *Director of Audit and Investigations, IBM*

Session leader:

**Mr. Pascal Frerejacque** · *Senior Operations Officer, CFRR, The World Bank*

Accountants have long dropped the leather sleeves and physical books they used before the IT revolution. The new digital revolution, developments in artificial intelligence, data analytics and blockchain technologies are having a significant impact on the way business is done and play a crucial role in improving a company's disclosure and reporting process. The newest wave of digital technologies can now tackle these high value-added services and accomplish in hours what it takes humans weeks to complete. This session will discuss the benefits that technology can bring to financial reporting alongside with a range of risks, many of which are not yet fully understood.

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**10:40 Coffee break**

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**11:00 Panel Discussion on The Changing Role of the Accounting Profession**

Panelists:

**Ms. Kirstin Gillon** · *Technical manager, IT Faculty, The Institute of Chartered Accountants in England and Wales (ICAEW)*

**Ms. Sylvia Tsen** · *Executive Director - Knowledge, Operations and Technology, International Federation of Accountants (IFAC)*

**Mr. Stephen L. Muscat** · *Chief Financial Officer and Company Secretary, Liquigas Malta Limited*

Discussant:

**Mr. Ed Olowo-Okere** · *Director, Governance Global Practice, The World Bank*

Session leader:

**Ms. Ana Cristina Hirata Barros** · *Senior Financial Management Specialist, CFRR, The World Bank*

A competent accounting profession can support development in the private sector through better, more reliable, and transparent financial information. Accountants and auditors contribute to the efficient allocation and management of resources, and help companies attract investment and access credit. The accounting profession also supports a public sector that is more transparent and accountable to its citizens: effective financial reporting is critical to governments' understanding of their fiscal position and prospects, it is also crucial for providing legislators, markets, and citizens with the information they need to make efficient policy decisions, and to hold governments accountable for their performance. How the accountants add value has been changing in recent years, due to increased demands from markets and citizens, as well as revolutionary advances in technology. This session will focus on the ways the profession has been evolving to keep ahead of the curve and prepare for the future.

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**12:25 Group picture /details will be announced**

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**12:35 Lunch**

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**13:45 Keynote**

**Ms. Mercy Tembon** · *Regional Director for the South Caucasus, The World Bank*

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**14:00 Impact of Recent Corporate Scandals on the Accounting Profession including Challenges Faced in the Public Sector**

**Mr. Mark Mainwaring** · *Technical and Quality Control, UK Financial Reporting Council - Audit Quality Review Division and CAIM Working Party member*

**Mr. Bernhard Schatz** · *Auditor, Financial Statements/Report on Federal Financial Statement, Court of Audit, Austria*

Session leaders:

**Mr. Arman Vatyán** · *Lead Governance Specialist, Governance Global Practice, The World Bank*

**Mr. Abbas Kizilbash** · *Senior Financial Management Specialist, CFRR, The World Bank*

The accounting profession continues to face significant challenges which have been brought to the fore by continued financial reporting failures. The aim of this session is to discuss how the accounting profession has been responding to these and how accounting professionals, including public sector accountants and officials, will need to evolve to meet these developments and challenges.

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**15:15 Coffee break**

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### 15:35 **State-Owned Enterprises (SOEs) in the Scope of Public Accounts: Enhancing Transparency and Improving Accountability Mechanisms**

**Mr. Andrei Busuioc** · Senior Financial Management Specialist, CFRR, The World Bank

**Ms. Natalie Manuilova** · Senior Financial Management Specialist, Governance Global Practice, The World Bank

Facilitators:

**Mr. Abbas Kizilbash** · Senior Financial Management Specialist, CFRR, The World Bank

**Ms. Ana Cristina Hirata Barros** · Senior Financial Management Specialist, CFRR, The World Bank

**Mr. Pascal Frerejacque** · Senior Operations Officer, CFRR, The World Bank

Discussant:

**Ms. Mercy Tembon** · Regional Director for the South Caucasus, The World Bank

The way SOEs are governed and monitored can affect their financial performance. Healthy SOEs constitute valuable assets for the state, with positive contributions to the budget through dividends and taxes paid. On the other hand, loss-making or overly indebted SOEs represent actual and contingent liabilities, which may require capital injections and other forms of support. The aim of this session is to discuss fundamentals of SOE governance, and good practices for SOE financial monitoring. The session will also share and discuss solutions to strengthen corporate governance of SOEs and reduce the financial risks they may pose to the State. The session will be interactive and focus on a case study and short presentations.

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### 16:45 **End of the Workshop**

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**08:30 Morning Coffee**

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**09:00 Delegation of Professional Oversight Bodies' tasks to Professional Accountancy Organizations**

**Mr. Ranjan Ganguli** · *Senior Financial Management Consultant, CFRR, The World Bank*

Session leader:

**Mr. Jarett Decker** · *Head, CFRR, The World Bank*

In the European Union (EU), Public Oversight Bodies (POBs), or competent authorities, have the ultimate responsibility for the oversight of auditors including: (i) approval and registration of statutory auditors and statutory audit firms; (ii) the adoption of standards on professional ethics, internal quality control of audit firms and auditing; (iii) continuing education; (iv) quality assurance systems; and (v) reporting investigative and administrative disciplinary systems. The EU permits POBs to delegate some of these tasks and thus the aim of this session is to discuss the experience of POBs in delegating their tasks. It will focus on which tasks are being delegated and retained by POBs across Europe, how the delegation is expressed, how POBs are deciding which tasks to delegate, and how POBs are monitoring the performance of delegated tasks.

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**10:30 Coffee Break**

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**11:00 Developing a Quality Assurance System - How to Build an Effective Model**

**Mr. Mark Mainwaring** · *Technical and Quality Control, UK FRC - Audit Quality Review Division and CAIM Working Party member*

Session leader:

**Mr. Andrei Busuioc** · *Senior Financial Management Specialist, CFRR, The World Bank*

This session will build on the presentation and discussions held during the previous session with an aim to deepen the understanding of the audience with respect to development of an effective enforcement methodology for quality assurance inspections based on real-life examples, good practices in respect of selection criteria, and qualification requirements for quality assurance inspectors.



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**12:30 Lunch**

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**13:30 On the Road to Improving Corporate Financial Reporting**

Facilitators:

**Mr. Pascal Frerejacque** · *Senior Operations Officer, CFRR, The World Bank*

**Mr. Andrei Busuioc** · *Senior Financial Management Specialist, CFRR, The World Bank*

**Ms. Svetlana Platon** · *Consultant, CFRR, The World Bank*

This session will provide a general overview of the actual status of corporate financial reforms in each of the six countries participating in the STAREP program (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine), highlighting key outcomes achieved with regional project support between 2013 and 2018.

Participants will be invited to discuss the status of on-going reforms in their countries, to express their views, and provide feedback.

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**15:30 Summary of the Workshop, Next Steps and Closing Remarks**

**Ms. Adenike (Nike) Oyeyiola** · *Practice Manager, Governance Global Practice, The World Bank*

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**16:00 Coffee Break and End of the Workshop**

## SPEAKERS / JOINT STAREP, EU-REPARIS AND PULSAR COMMUNITIES OF PRACTICE SESSIONS

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### **KIRSTIN GILLON**

Technical Manager, IT Faculty, The Institute of Chartered Accountants in England and Wales (ICAEW)

Kirstin Gillon leads ICAEW's thought leadership program on technology. In this role, she analyzes how technology trends such as big data, artificial intelligence and cyber security are influencing businesses and the accountancy profession. She publishes widely on these themes; liaises with the business, academic and policy communities; and is a regular speaker at conferences. Recent publications include Artificial Intelligence and the Future of Accountancy, Big Data in Chinese Businesses and the Audit Insights; Cyber Security series. She joined ICAEW from PwC's IT consultancy practice and previously worked at IBM as a project manager and business analyst.



### **SCOTT LAYTON**

Director of Audit and Investigations, IBM

Scott Layton is the Director of Audit and Investigations for IBM's Asia Pacific Group. He has been with IBM more than fifteen years, working in finance and operations, with more than half his career in Asia. Scott is passionate about emerging technologies and is always working to develop and adopt new tools, methodologies, and analytics while building organizational capability. His most recent project has been focused on using cognitive technology to analyze audit reports. Working for a technology company like IBM has given him unique insight and access to the cutting-edge projects and principles surrounding these new business areas.



### **MATTHIAS LICHTENTHALER**

Head of Digital Transformation, BRZ

Matthias Lichtenthaler (PMP) serves as the Head of Digital Transformation within the managing board of the Federal Computing Center of Austria. He coordinates various initiatives as part of the Digital Roadmap for Austria - including Public Private Partnership Solutions, bridging between Public and Private Sector. In the past he developed extensive experience in Content and Data Management, Cognitive Analytics and Process Automation. Currently he works with a focus on adapting latest technology trends like Artificial Intelligence and Blockchain for the public sector. Previously, he led the Digital Business at Accenture in Austria.



### **MARK MAINWARING**

Technical and Quality Control, UK Financial Reporting Council - Audit Quality Review Division and CAIM Working Party member

Mark Mainwaring has been a member of AQR's Technical and Quality Control team for five years, reviewing in that time more than 300 inspections of FTSE 350 audits. Previously he worked in both client-facing and technical roles in the audit profession, including twelve years as Head of Audit Methodology at BDO, and five years as Head of Pensions Audit and Assurance at Grant Thornton. Mark is a Chartered Accountant.



### **STEPHEN L. MUSCAT**

Chief Financial Officer & Company Secretary, Liquigas Malta Limited

Stephen L. Muscat was appointed to the IFAC Professional Accountants in Business (PAIB) Committee in January 2018. He was nominated by the Malta Institute of Accountants (MIA) of which he has been a member since 1992. Mr. Muscat is currently Chairman of the MIA PAIB Committee, a position he has held since 2012, having served on the committee since its inception. Mr. Muscat currently holds the position of Chief Financial Officer & Company Secretary of Liquigas Malta Limited, the main operator in the importation and distribution of Liquefied Petroleum Gas (LPG) in Malta, a position he has held for the last nine years. Prior to this, he worked in the manufacturing industry for fourteen years. Mr. Muscat is also currently the Deputy Vice President of the Malta Employers Association (MEA), a position he has held for the last five years, following the position of Hon. Secretary and Hon. Treasurer of the Association.



### **BERNHARD SCHATZ**

Auditor, Financial Statements/Report on Federal Financial Statement, Court of Audit, Austria

Bernhard Schatz currently serves as a senior accrual accounting expert in the Austrian Court of Auditors. Mr. Schatz was with the Ministry of Finance Budget Directorate for more than ten years and was part of the project team for the 2013 Austrian budget reform transition from a cash accounting and budgeting system to an accrual accounting and budgeting system. He served for many years as a member in several supervisory boards of state-owned companies in Austria as well as the Working Group on European Public Sector Accounting Standards from the European Commission, representing Austria. Since January 2016, he has been a Member of the International Public Sector Accounting Standards Board (IPSASB).



### **SYLVIA TSEN**

Executive Director – Knowledge, Operations and Technology, International Federation of Accountants (IFAC)

Sylvia Tsen is responsible for IFAC's small- and medium-sized practices and small- and medium-sized entity initiatives; Professional accountants in business initiatives, including integrated reporting and technology trends; Global Knowledge Gateway, a web-based information resource for professional accountants; Nominating Committee; Operations and IT; and Forum of Firms and Transnational Auditors Committee. Sylvia's professional career includes working with KPMG's International Department on IFRS implementation and KPMG's Risk Management Committee, and as an audit manager in New Zealand and Canada. She is a Canada-qualified Chartered Accountant and a member of CPA Canada.



### **ERIK P.M. VERMEULEN**

Professor of Business and Financial Law, Tilburg University and Tilburg Law and Economics Center (TILEC), the Netherlands

Erik Vermeulen's research focuses on Governance Tomorrow. The overarching goal of Governance Tomorrow is to understand what kind of environment maximizes opportunities for success in the digital world. Think social media, peer-to-peer platforms, the Internet of Things, blockchain technology, big data, robotics, and artificial intelligence. Erik is also Head of Governance at Philips Lighting (a technology company) in the Netherlands. Erik's thought-provoking and innovative views on business and governance have attracted international attention. He regularly serves as an expert advisor to international organizations. He has appeared in numerous conferences as a featured or keynote speaker.



### **ED OLOWO-OKERE**

Director, Governance Global Practice, The World Bank

Ed Olowo-Okere is the Governance Global Practice Director for Africa, Middle East and North Africa, and Europe and Central Asia regions, overseeing governance strategies, programs and staff. He also oversees the thematic areas of public financial management, state-owned enterprises, digital governance, and financial governance standards. He is the Head of the World Bank's Financial Management Family, comprising staff working on the fiduciary aspects of Bank operations, and technical assistance on financial management in public and private sectors. He leads the Bank's engagement with global partners on the aforementioned themes. Currently, he chairs/co-chairs the INTOSAI Donors Group, INTOSAI-Donors Steering Committee, and IFAC-Donors Steering Committee (MOSAIC).



### **MERCY TEMBON**

Regional Director for the South Caucasus, The World Bank

Mercy Tembon has been the Regional Director for the South Caucasus since October 2015, where she leads country teams in delivering knowledge, convening and financing services that respond to client demands and needs, and contribute to the Bank's twin goals of ending extreme poverty and boosting shared prosperity. Ms. Tembon brings a wealth of experience from working across regions for the human development network, as well as technical and managerial positions in the Africa region. She held various positions including an extended acting Country Director post for Tanzania and Country Manager for Burkina Faso.



### **DAN BOYCE**

Practice Manager, Governance Global Practice, The World Bank

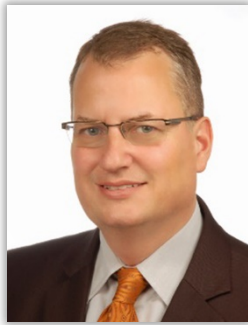
Dan Boyce manages the Europe and Central Asia Region in the World Bank's Governance Global Practice. He is a Certified Public Accountant in the United States, and previously managed the Bank's Financial Management Unit for the Latin America and Caribbean Region. He is responsible for overseeing quality in the World Bank's Governance work, including operational financial management and capacity building activities in public sector management. He also has leadership of regional initiatives related to public expenditure management and public sector accounting.



### **ADENIKE (NIKE) OYEYIOLA**

Practice Manager, Governance Global Practice, The World Bank

Adenike (Nike) Oyeyiola is Practice Manager for Governance Standards, Codes and Systems Unit in the Governance Global Practice of the World Bank. Her unit cover issues related to corporate financial reporting (CFR), standards and codes around transparent financial management in public and private sectors, corporate governance, state-owned enterprises (SOEs), technology and integrated digital solutions for governance, and public expenditure and financial accountability. She has worked on various countries in Africa, South Asia, East and Central Asia, led dialogues and provided strategic policy advice to governments and private sector. Prior to joining the World Bank, Nike worked in Ernst & Young on assurance and advisory services with a focus on high risk auditing and consulting tasks.



### **JARETT DECKER**

Head, Centre for Financial Reporting Reform, The World Bank

Jarett Decker, a Certified Public Accountant and lawyer in the United States, is Head of the World Bank's Centre for Financial Reporting Reform (CFRR) in Vienna, Austria. At the CFRR, Mr. Decker leads a team of experts providing technical assistance to reform financial reporting in transitional, middle-income, and emerging market economies. Clients include finance ministries, central banks, securities regulators, public oversight boards, professional accountancy organizations, and universities. Before joining the Bank, Mr. Decker was Deputy Director and Chief Trial Counsel for the Public Company Accounting Oversight Board (PCAOB), which regulates auditors of listed companies in United States. As the first person to serve in this role, he established and led the PCAOB's program of disciplinary litigation. He has also served as Senior Trial Counsel for the U.S. Securities and Exchange Commission.



### **ANDREI BUSUIOC**

Senior Financial Management Specialist, Centre for Financial Reporting Reform, The World Bank

Andrei Busuioc has over 20 years' experience of accounting and auditing in both the private and public sectors. He joined the World Bank Centre for Financial Reporting Reform (CFRR) in Vienna, Austria in 2008 and has been working on financial reporting reform agenda in a range of countries. He has contributed significantly to and led several Reports on the Observance of Standards and Codes (ROSC) Accounting and Auditing, and has expertise in the thematic areas of audit regulation and state-owned enterprise (SOE) governance. Andrei is a fellow member of the UK Association of Chartered Certified Accountants (ACCA).



### **PASCAL FREREJACQUE**

Senior Operations Officer, Centre for Financial Reporting Reform, The World Bank

Pascal Frerejacque advises countries on enhancing their financial reporting, corporate governance, and auditing practices, and leads activities for the financial supervisors across the CFRR regional programs, EU-REPARIS and STAREP. He has led the delivery of country programs on accounting and auditing reform and SOE monitoring in Croatia, the Czech Republic, and Serbia. At the CFRR, Pascal led the publication of several accounting and auditing assessments under the Reports on the Observance of Standards and Codes program (ROSC A&A), and other knowledge products: Corporate Sector Accounting and Auditing in the European Union (2015), Banking Supervisors and Auditors: Building a Constructive Relationship (2016), Guides to reviewing financial statements for supervisors (2017), Croatia' European Union Accession: case studies on accounting and auditing reform (2017).



### **ANA CRISTINA HIRATA BARROS**

Senior Financial Management Specialist, Centre for Financial Reporting Reform, The World Bank

Ana Cristina Hirata Barros has worked on the financial reporting reform agenda, since 2005, in the Latin America and Caribbean, East Asia-Pacific, Africa, and Europe and Central Asia regions of the World Bank. She is also active on the state-owned enterprise governance agenda, focusing financial monitoring, transparency and disclosure.

She co-authored *Corporate governance of state-owned enterprises: a toolkit* (2014) and *Accounting for Growth in Latin America and the Caribbean* (2010); and has contributed to a number of assessments and technical assistance activities. Prior to joining the World Bank, she worked in government relations consulting in her native Brazil and the United States.



### **ABBAS KIZILBASH**

Senior Financial Management Specialist, Centre for Financial Reporting Reform, The World Bank

Abbas Kizilbash specializes in financial reporting, corporate governance and internal audit and works on the thematic areas of audit regulation and public sector accounting and reporting. He is a qualified Chartered Accountant and Certified Internal Auditor with over 20 years of diverse experience in audit, assurance, financial

management, and corporate governance. Prior to joining the World Bank, Mr. Kizilbash worked at the Asian Development Bank where he was responsible for the robustness of project financial analysis and due diligence for projects across multiple countries in Asia and the Pacific. Mr. Kizilbash has also worked for the Telenor Group, the Securities and Exchange Commission of Pakistan, Ernst & Young and PricewaterhouseCoopers in various capacities.



### **NATALIE MANUILOVA**

Senior Financial Management Specialist, Governance Global Practice, The World Bank

Natalie Manuilova specializes in corporate financial reporting and corporate governance of state-owned enterprises, providing policy advice and reform implementation support to the governments of several countries in Europe and Central Asia. She leads and coordinates regional and in-country work in strengthening corporate

governance, improving financial reporting and audit quality across the region, cooperating with respective authorities from Azerbaijan, Belarus, Georgia, Tajikistan, Ukraine, Uzbekistan and the Kyrgyz Republic. Over the past several years, Natalie co-authored several publications on governance and ownership of state-owned enterprises in Azerbaijan, Kazakhstan and Moldova, as well as Georgia's *Accounting and Audit Report on Observance of Standards and Codes*.



### **ARMAN VATYAN**

Lead Governance Specialist, Governance Global Practice, The World Bank

Arman Vatyán is the Governance Focal Point in Central Asia with more than 20 years of experience in leading country level initiatives and reforms in public internal control, audit, financial reporting, and Integrated Financial Management System in 25 countries in the Europe and Central Asia, Latin America, and Middle East and North Africa regions. He leads the PEMPAL Internal Audit Community of Practice (23 countries) and other regional public financial management programs. Prior to the World Bank, he worked at KPMG providing corporate governance, strategic planning, Management Information Systems, restructuring, acquisition, and privatization advice to governments and large public interest entities. He has around 20 years teaching experience as visiting lecturer at universities, training-of-trainers, regional and MBA programs, and at the UK Association of Chartered Certified Accountants.



### **RANJAN GANGULI**

Senior Financial Management Consultant, CFRR, The World Bank

Ranjan Ganguli has worked with the CFRR since 2009 on various corporate sector financial reporting programs including Reports on the Observance of Standards and Codes (ROSC) Accounting and Auditing, REPARIS, EU-REPARIS and FRTAP communities of practice, assessing countries' professional accountancy organizations and public oversight arrangements, and updating its publications. Ranjan is a member of the Institute of Chartered Accountants in England and Wales with experience in both private and public sectors in the United Kingdom and abroad, notably in Europe and Central Asia as well as in sub-Saharan Africa. He worked for KPMG from 1987-1998, spending five years in London and two years in each of Hungary, Russia and the Czech Republic helping establish their audit and advisory practices. From 1998-2001, Ranjan worked as Senior Financial Management Specialist for the World Bank based in Washington, D.C. Since 2001, Ranjan has been an independent financial management consultant, primarily for the World Bank but also for UK Department for International Development, the European Commission and various United Nations agencies.





## SVETLANA PLATON

Consultant, CFRR, The World Bank

Svetlana Platon has over 19 years of experience in accounting and auditing in both the private and public sectors, including university lecturing. She has worked with the World Bank since June 2006 in a range of roles and currently contributes to the implementation of the Strengthening Auditing and Reporting in the Countries of the Eastern Partnership (STAREP) program activities related to "Accounting and Auditing Standards" and "Education and Capacity Development" at regional and national levels. She has also contributed to Reports on the Observance of Standards and Codes (ROSC) Accounting and Auditing in Moldova and Slovenia, diagnostic of state-owned enterprises in Moldova, and assisted with advice on improving financial reporting legislation in Albania.